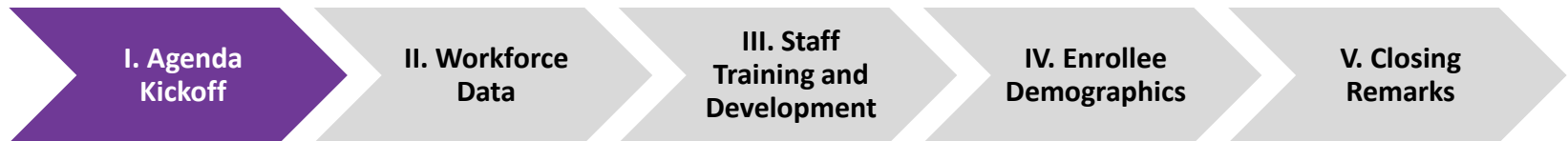# CBFS
Community Based Flexible Supports

2017 Stakeholder Engagement Sessions

Workforce Development Session | 4/12/2017

Agenda

I. Agenda Kickoff

II. Workforce Data

III. Staff Training and Development

IV. Enrollee Demographics

V. Closing Remarks

| I. Agenda Kickoff | II. Workforce Data | III. Staff Training and Development | IV. Enrollee Demographics | V. Closing Remarks |

Mass
DMH
Department of
Mental Health

I. Agenda Kickoff: Today's Goal

- **Discuss** what *strategies and best practices* providers can utilize to develop and maintain a strong CBFS workforce.

- **Discuss** what *standards DMH can use* to support workforce development through contract monitoring.

II. Workforce Data

| I. Agenda Kickoff | II. Workforce Data | III. Staff Training and Development | IV. Enrollee Demographics | V. Closing Remarks |
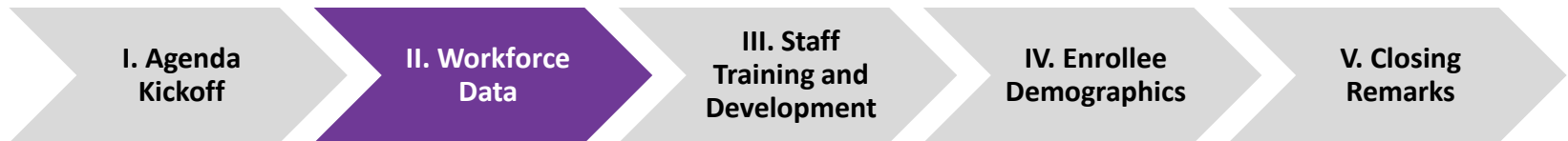
II. Workforce Data

The following slides show vacancy data by region and provider capacity. This information is based on data submitted through 7/1/15 to 12/31/15.
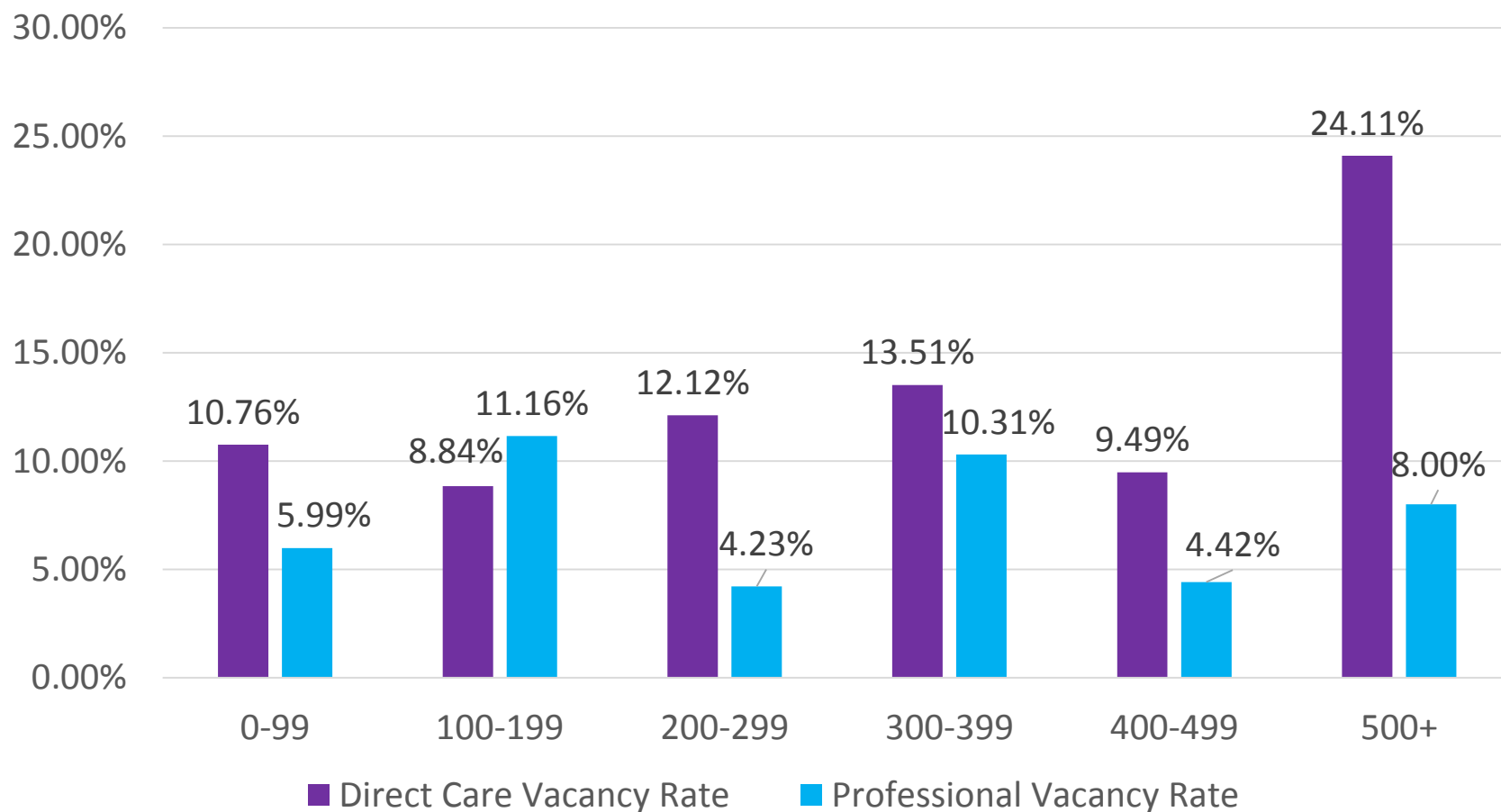
Assumptions

1.	Vacancy rates are calculated based on the difference between contracted and actual staff ratios

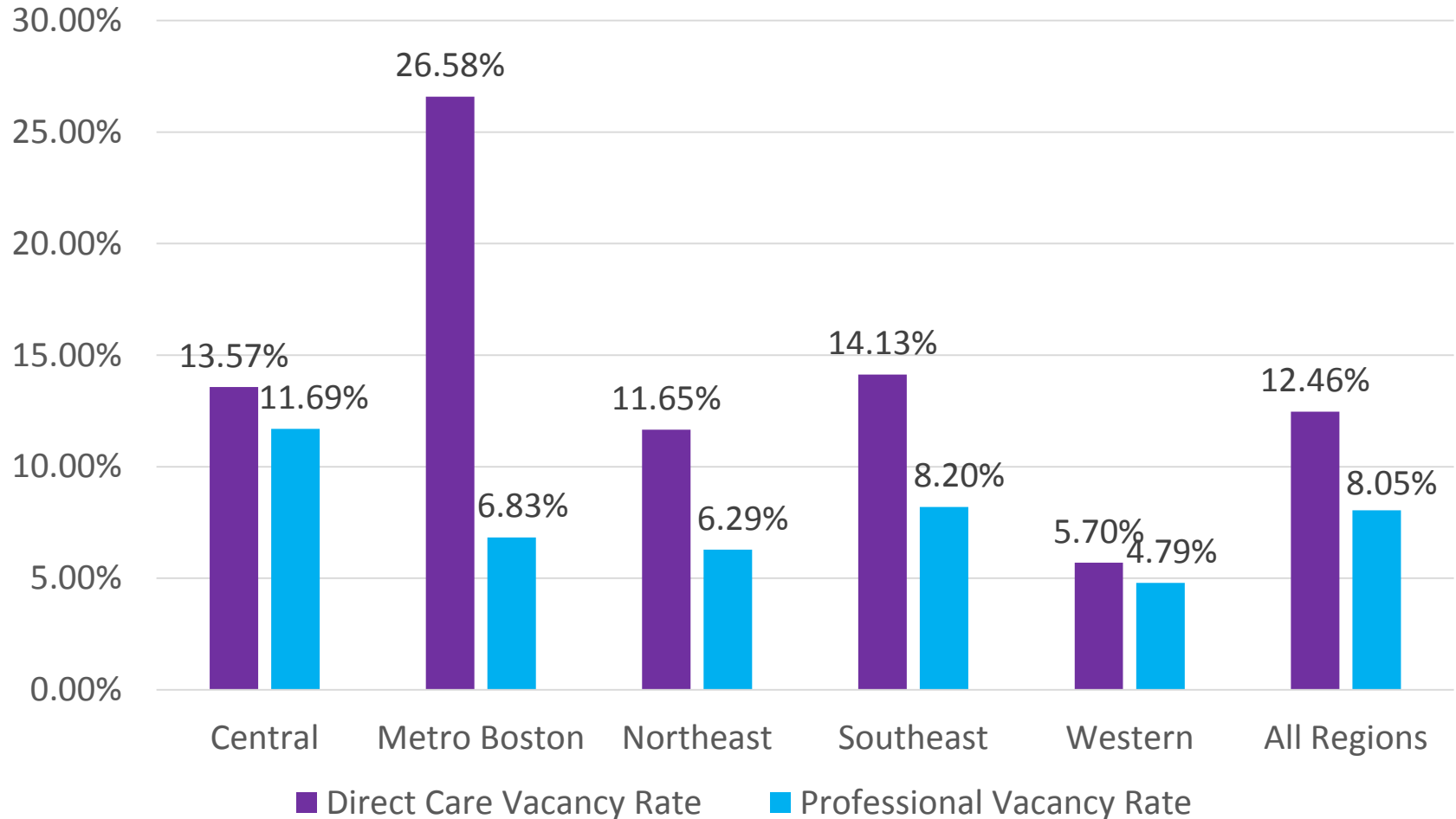| 2.	Professional vacancy rates include most other UFR titles, including program director, manager, RN, social worker, case worker

Mass DMH
Department of Mental Health

II. Workforce Data

FY16 Average Vacancy Rate by Provider Capacity

Bar chart showing Direct Care Vacancy Rate (purple) and Professional Vacancy Rate (blue) by provider capacity:

Provider Capacity	Direct Care Vacancy Rate	Professional Vacancy Rate
0-99	10.76%	5.99%
100-199	8.84%	11.16%
200-299	12.12%	4.23%
300-399	13.51%	10.31%
400-499	9.49%	4.42%
500+	24.11%	8.00%

II. Workforce Data

FY16 Average Vacancy Rate by Region

Chart legend:
- **Direct Care Vacancy Rate** (purple)
- **Professional Vacancy Rate** (blue)

Region	Direct Care Vacancy Rate	Professional Vacancy Rate
Central	13.57%	11.69%
Metro Boston	26.58%	6.83%
Northeast	11.65%	6.29%
Southeast	14.13%	8.20%
Western	5.70%	4.79%
All Regions	12.46%	8.05%

Mass
DMH
Department of
Mental Health

III. Staff Training and Development

| I. Agenda Kickoff | II. Workforce Data | III. Staff Training and Development | IV. Enrollee Demographics | V. Closing Remarks |

III. Staff Training and Development

1

Recruitment and Hiring Practices

- Enrollees may relate best to staff with a linkage to communities served.

- It is disruptive to clients when staff leave after a short period of time.

- How can agencies recruit staff that reflect the populations served in CBFS?

- What recruiting practices can prevent the departure of high quality staff after only a short period of employment?

III. Staff Training and Development

2

Supervision

- Staff may benefit from mentor/mentee relationships to explore and resolve workplace challenges.

- Less experienced staff could benefit from modeling and coaching from more senior staff to approach client interactions.

- Multidisciplinary learning could result in well-rounded staff.

- What supervision best practices can be implemented to support an integrated staff?

Mass
DMH
Department of
Mental Health

III. Staff Training and Development

3

Staff Retention

- Compassion fatigue can occur among CBFS staff.

- It is important to encourage employees to balance work and personal life.

- What tools or best practices can agencies offer to invest in the self-care of their employees?

- What opportunities for career development and growth can providers offer?

Mass
DMH
Department of
Mental Health

III. Staff Training and Development
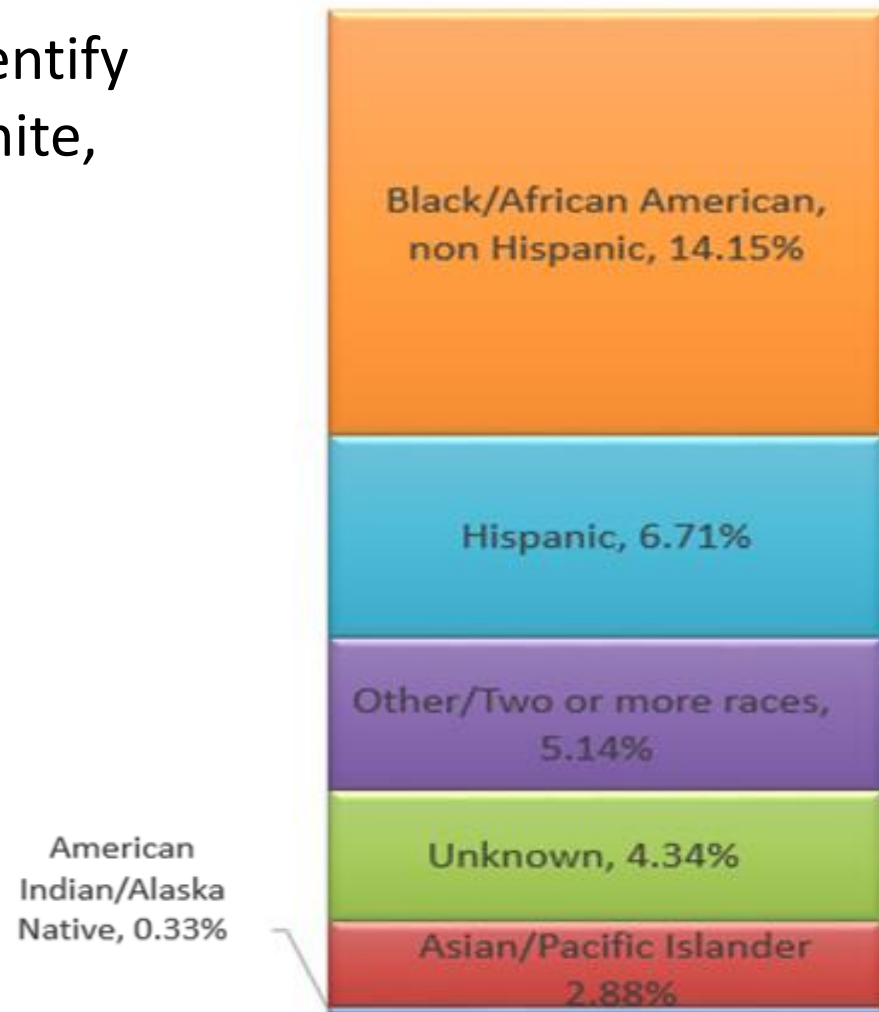
4

Staff Training

- Staff training is a key area of employee development.

- How can agencies ensure that staff retain and implement the tools and techniques conveyed through trainings?

- What role should DMH play in CBFS staff training and development?

- Are there key models or strategies, such as motivational interviewing, that should be a workforce standard?
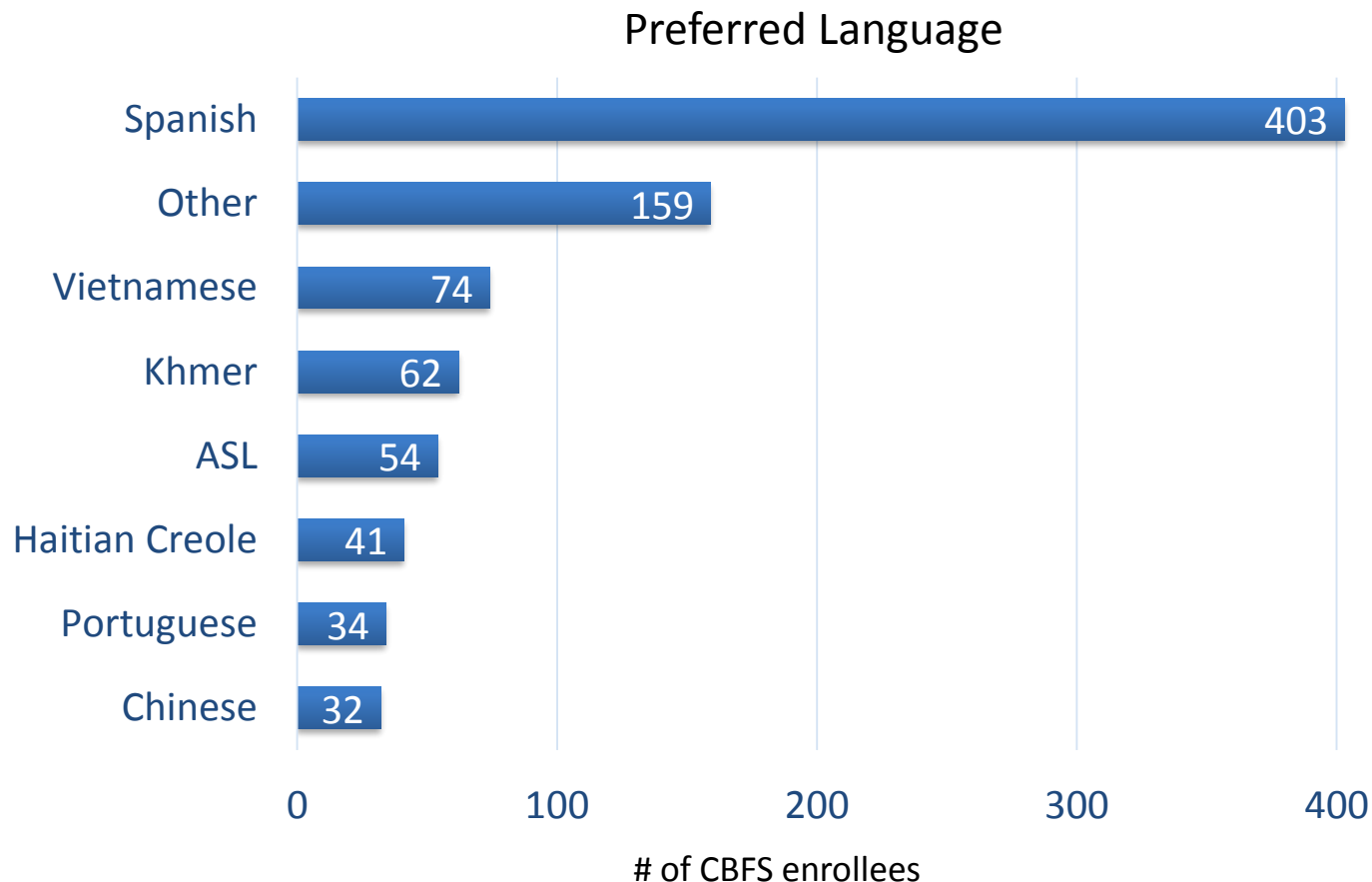
IV. Enrollee Demographics

| I. Agenda Kickoff | II. Workforce Data | III. Staff Training and Development | IV. Enrollee Demographics | V. Closing Remarks |

IV. Enrollee Demographics

- 33.55% of enrollees identify as a race other than white, non-Hispanic.

Black/African American, non Hispanic, 14.15%

Hispanic, 6.71%

Other/Two or more races, 5.14%

Unknown, 4.34%

American Indian/Alaska Native, 0.33%
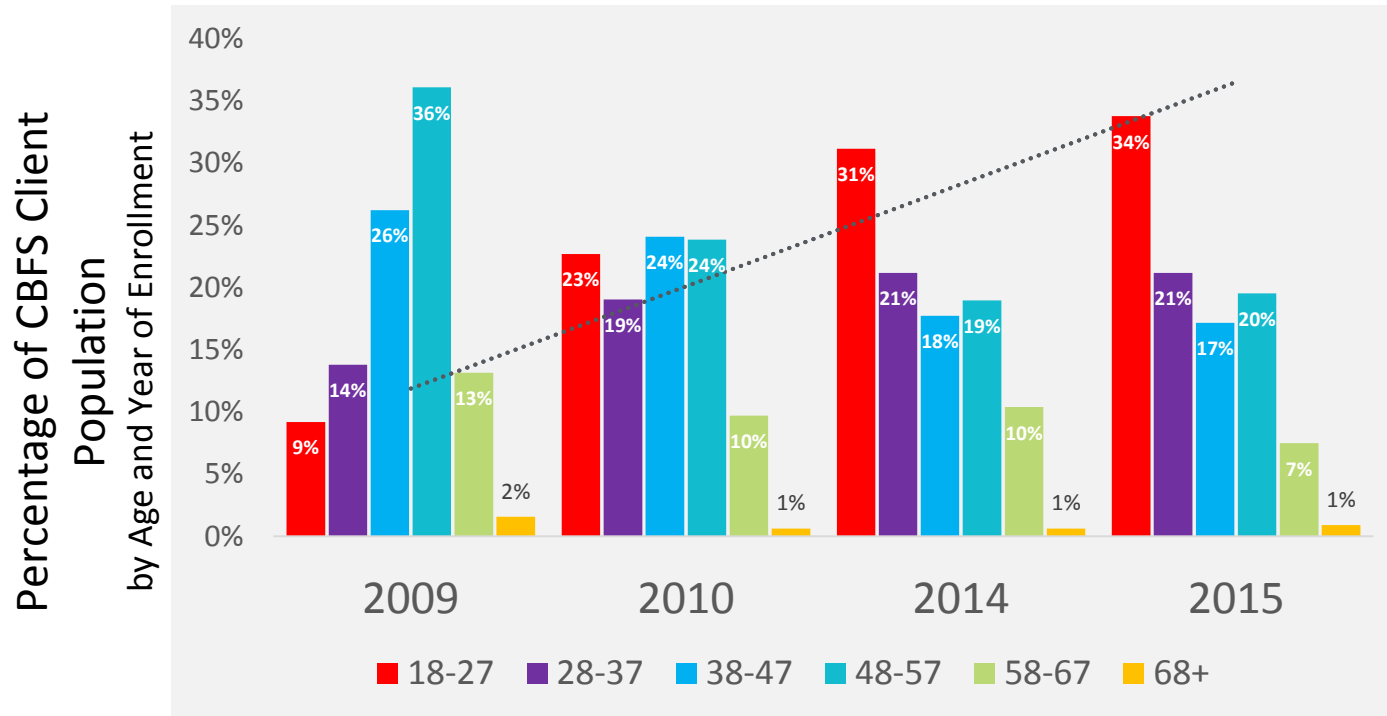
Asian/Pacific Islander 2.88%

Mass
DMH
Department of
Mental Health

IV. Enrollee Demographics

- 8.04% of enrollees identified a language other than English as their preferred language.

Preferred Language

Language	# of CBFS enrollees
Spanish	403
Other	159
Vietnamese	74
Khmer	62
ASL	54
Haitian Creole	41
Portuguese	34
Chinese	32

# of CBFS enrollees

Mass
DMH
Department of
Mental Health

IV. Enrollee Demographics

Newer enrollees are younger now than in previous years.

How can the CBFS workforce best align with enrollee age and diversity?

V. Closing Remarks

| I. Agenda Kickoff | II. Workforce Data | III. Staff Training and Development | IV. Enrollee Demographics | V. Closing Remarks |